Developing Sport ...
Empowering Communities

BC Games Society Service Plan
2003 / 2004 – 2005 / 2006

BC GAMES
The Spirit Lives On

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Message From the Co-Chairs

With the completion of the transition of sport for all, to the development of young people pursuing their athletic dream, the BC Games Society can again focus energies on the root of our collective successes, namely the Host Community volunteer.

Inspired by the desire to showcase their city, volunteers to the BC Summer and BC Winter Games are shining examples of how a community can rally behind a common cause for the good of all British Columbians. Without exception, the BC Games have become a magnet for community involvement whereby new skills are acquired, stronger confidences are gained and the legacy of that united achievement are felt long after the last medal has been awarded.

As the province and the country prepares for the decision on the 2010 Olympic and Paralympic Winter Games, the BC Games continues to prepare potential volunteers across the province as we provide training and support in the many areas of multi-sport Games hosting. With every cycle of the BC Winter and BC Summer Games, over 7000 volunteers are involved in the planning, budgeting and implementation of those Games. Each of them are now qualified candidates to be included to host the world in February 2010.

The commitment to our volunteers will take a giant step forward into the world of on-line education as we partner with others in the provincial sport system to develop on-line training and education of athletes, coaches, and volunteers. Web-based modules will be easily accessed and up-to-date information will ensure each volunteer gets a better understanding of their role in the BC Games, while better understanding the role of the provincial sport system and their place in it.

The Board of Directors and staff of the BC Games Society continue to perfect the BC Summer and BC Winter Games to ensure relevancy in our important role in sport and community development.

We look forward to the next few years as sport moves up on the agendas and the minds of decision makers and of the general public.

Tony Fiala, Co-Chair
BC Games Society

Joan Hess, Co-Chair
BC Games Society

Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport and sporting activities, individual achievement and community development.

Established in 1977 by the provincial government under the Societies Act, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement and community pride. As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister. That move in 1995 has been thoroughly embraced by participating sport governing bodies and associated sport agencies across the province.

Once thought of as a "party for all", the renamed BC Games Society now provides opportunity at BC Summer and BC Winter Games for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport, individual achievement, and community development.

Also in 1995, the BC Games Society and its staff were recognized by the Sport Minister for their expertise in event and volunteer management for their work with BC Summer and BC Winter Games host communities. Realizing that other games in the province did not necessarily receive the same type of professional attention, affiliation agreements were struck enabling the Northern BC Winter Games, the BC Disability Games, and the BC Seniors Games to benefit from the economies of scale, experiences, and talents of the BC Games Society event management staff.

Strategic Shifts

As a result of the Core Review process, it was determined that sport will continue to play a strong role in government's business.

Planning Context and Risks

The BC Games Society relies on the third party delivery for the recruitment of athletes who attend the BC Summer and BC Winter Games. This recruitment and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations. Their successes in recruitment and training are reflected in our statistics of BC Games participants and certified coaches.

Ownership of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. The partnership agreements between these agencies and the BC Games Society is for event management service only and subsequently, advice and/or direction by the BC Games Society can be superceded by the parent body, making performance measures difficult to meet.

In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be applicable.

Mission, Vision, and Values

Mission

The BC Games Society, through partnerships, is committed to excellence in event management leadership that achieves sport, individual, and community development.

Vision

Visions of how we will operate as a Board and Staff partnership:

- Entrepreneurial approaches and positive public/private partnerships are evident in how we operate.
- The economic and social benefits to communities in hosting the BC Games produce quality bids from a variety of communities.
- BC athletes, coaches, and officials in national and international competition will have benefited from the experience of a BC Games.
- Mutual accountability and transparency in all our partnerships is a standard method of operation.
- Elected officials value and support the BC Games.
- The BC Games are a vehicle for a community development "living legacy" in such things as better-trained coaches, new sport clubs, facility improvements, community pride and spirit, and skilled event management volunteers in each host community.
- Participants remember the BC Games as a best ever multi-sport experience.
- BC Games Society Board represents a model in leadership and governance.
- The society will successfully deliver programs, in addition to the BC Games, that help it achieve its mission.
- Progressive management practices and personnel policies reflect a fair and equitable work environment indicative of a healthy workplace and organization.

Values

Values that underpin how we interact in our relationships:

- Appreciation and understanding of all partners' perspectives is actively sought.
- We have an organizational climate of mutual trust and support between the board and staff where roles and responsibilities are clarified and policies followed.
- Quality and service driven approaches continually redefine and determine the most efficient and effective method of delivering event management services and programs.
- Commitment to broad social issues affecting all British Columbians including health and wellness, personal and community development, equity, access and inclusiveness is demonstrated.

Goals

During the term of this Service Plan, the primary goals of the BC Games Society shall be…

In partnership with the Port Alberni 2004 BC Winter Games Society, the Abbotsford 2004 BC Summer Games Society, and the Greater Trail 2006 BC Winter Games plan, prepare and implement to stage quality multi-sport events for the benefit of participants, volunteers and funding and corporate partners

In partnership with the Northern BC Winter Games Society, BC Disability Sports and the BC Seniors Games Society, plan, prepare and implement to host the Northern BC Winter Games in Kitimat in 2004 and cities to be determined for 2005 and 2006, the BC Disability Games in Kelowna in 2003 and cities to be determined for 2004 and 2005, and the BC Seniors Games in Chilliwack in 2003, Penticton in 2004 and a city to be determined for 2005.

Working with ViewPoint Technologies Ltd. of Victoria, BC and Nortia Learning Systems of Vancouver, BC continue to develop on-line registration and learning systems for use by participants, volunteers, staff, and the provincial sport system.

Continue to develop corporate relationships with private sector business to assist in the funding of the BC Games Society and its programs.

Alignment with Government's Strategic Plan

The BC Games Society supports two of the government's primary strategic plans:

- Provide for a supportive social infrastructure
- Safe and healthy communities

Incentive for Exceptional Community Resourcefulness

Typical host communities more than double the financial investment from the province via the society, not including the value of the volunteer effort.

Incentive for Volunteer Commitment

Two main stakeholder groups, the host community, and the provincial sport community are key producers of the BC Summer and BC Winter Games. Each BC Games are organized by 3000+ local volunteers lead by a board of leading citizens, nominated by their mayor. 500+ sport volunteers prepare and accompany the athletes to the BC Summer and BC Winter Games.

Platform to Promote the 2010 Olympic and Paralympic Games Bid

The BC Games are an opportunity to promote the bid strategy of committing to sport to win IOC votes in 2003. The BC Games offer the single best opportunity to publicly demonstrate this to a provincial audience representing all regions.

The zone team structure of the BC Summer and BC Winter Games ensures that all regions of the province are fully represented at the Games. Regional media cover the zone teams.

Incentive for Achievement and a Lifetime of Fitness

The BC Summer and BC Winter Games are a youth athlete development event. Where in the past the BC Games were a participation opportunity for non-elite participants, there is now a significant incentive for sports to recruit and prepare youngsters to higher levels of competition and a lifetime of healthy involvement in sport.

After the BC Summer and BC Winter Games, the best athletes will then move on to junior provincial teams and receive services at the PacificSport network of sport centres, and the rest will be equipped for a lifetime of healthy sport involvement.

Addressing Governments Objectives

- Government investment is more than matched by host communities, and corporate and funding partners
- Increased promotion using low-cost media relations, and media partners
- Maximizing resources through bids for contracts and private sector partner contributions (e.g. Air Canada Jazz, Global TV, Quality Foods)
- Increased incentives for provincial sport organizations to recruit and prepare athletes
- High level of satisfaction among BC sport partners and collaborators
- Obtaining federal resources partnering in SportWeb on-line registration, tracking, and education projects

Entrepreneurial Activities

Goal

A role of staff is to increase the level of non-governmental fiscal support to the benefit of the BC Summer and BC Winter Games financial sustainability. Maintaining existing corporate partners, recruitment of new partners, and generating additional revenues through entrepreneurial means, will assist in the long-term delivery of the BC Games.

Key Strategies

- Maintaining existing corporate partners through a thorough delivery on our contractual obligations, which includes high visibility at all BC Summer and BC Winter Games, regular and timely reviews of the agreement while providing revenue
- Utilizing existing partners to form new strategic business partnerships in support of the BC Games. Cross promotion of each other's products/programs is good business for all involved
- Through contracts with software developers, BC Games Society is able to market its enabling software to agencies, games, and organizations. BC Games Society inventory and written materials have financial value to agencies and games across the country
- Souvenir contracts in host communities capitalize on the support shown by volunteers and revenue is generated for the hosts, as well as the society
- Sponsors are drawn to the BC Summer and BC Winter Games, which are known for their commitment to excellence and quality of delivery

Performance Measures and Targets

- Corporate partner signs are highly visible at all BC Summer and BC Winter Games venues and events and all print material include partner logos. Logo placement in Global TV advertising also acknowledges the BC Games funding and corporate partners
- Air Canada Jazz receives approximately $200,000 annually for charter aircraft
- Global TV receives $25,000 for production of BC Games advertising and coverage
- Quality Foods receives approximately $70,000 through food and beverage purchases
- Involvement of the Marketing and Communications Committee of the Board makes recommendations on potential target businesses and value of sponsorship packages
- Sales of software by Nortia Learning Systems and ViewPoint Technologies contribute $2000 annually
- Rental of BC Games inventory to qualified agencies provides revenue of $5000
- Souvenir sales in host communities contributes $4000 annually
- As a result of hosting or attending a BC Summer or BC Winter Games, elected and community leaders provide positive reaction of the impact of the BC Games
- Quality Foods, Global TV, and Air Canada Jazz participate in cross promotional opportunities

Online Resources

Goal

Recognizing that on-line learning is a cost effective method of long distance learning, the BC Games Society continues to work in partnership to develop on-line registration of volunteers and participants while working toward on-line learning systems for these same user groups.

Key Strategies

- Partnering with working groups such as LegaciesNow and CANARIE, our limited investment is part of the collective that is working toward these new systems. As well, Nortia Learning Systems and ViewPoint Technologies, already considered leaders in the respective fields, have technology in place that avoids having to redevelop systems already in place but simply customize them to our use.
- Recognizing the large investment already made in the BC Games enabling software, we must ensure these additions are compatible.
- Training of the BC Games staff by the developers allows the institutional knowledge to remain here avoiding expensive consultant fees. Staff can then train host community volunteers empowering them to carry out their duties as they apply to on-line learning and registration.

Performance Measures and Targets

- The investment from LegaciesNow and Nortia extends the BC Games Society's budget of $10,000
- Signed agreements with Nortia Learning Systems and ViewPoint Technologies ensures software development is delivered in time for Port Alberni 2004 BC Winter Games
- The registration component is tested with four or five sports during the January 2004 registration process
- The on-line registration process mirrors the current system reducing confusion and ensuring costly re-training is not required
- Host community volunteers become stewards of the on-line education system, enhancing their skill sets while saving BC Games staff time and travel resources

BC Winter Games and BC Summer Games Management

- Port Alberni, February 2004
- Abbotsford, July 2004
- Greater Trail, February 2006

Goals

- The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two year planning cycle
- Partnerships and buy-in by the Provincial Sport Organizations is critical as the BC Games are in place to serve their developing athletes, coaches and officials
- Complete support at the civic and regional level provides a solid base on which to stage the BC Summer and BC Winter Games
- Financial and value in-kind support to the BC Games, as well as prudent fiscal management provides the host community with lasting legacies from the BC Games
- The provincial media see the BC Summer and BC Winter Games as an important and positive news/sports story for their readers, listeners and viewers

Key Strategies

- The nomination process to establish the President and Board of Directors to a BC Summer or BC Winter Games is seen as an important first step in building a strong event
- Ongoing professional development, as well as support with travel to the host communities keeps BC Games staff on the leading edge of volunteer management and adult learning
- Maintaining sufficient funding is a shared responsibility with the province joining local government and local business in supporting the BC Summer and BC Winter Games
- Charged with the delivery of their Games, volunteers must have up-to-date written resources and staff support to be effective
- Provincial Sport Organizations will use the BC Games as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province
- At the community level, the city, school district, regional district, local businesses, and related community groups will sign on in support of hosting the BC Summer or BC Winter Games
- Established systems at the community level will encourage cash and in-kind support from businesses, while souvenir sales and budget savings will contribute toward a cash legacy to the host community
- Through an agreement with Global TV, the BC Summer and BC Winter Games are widely publicized, attracting youth to learn more about getting involved. Releases to provincial media alert them to the rising stars of sport and, in turn encourage children to get involved in sport and the BC Games

Performance Measures and Targets

- President and Directors are community leaders and are representative of their community in terms of gender and ethnicity. The Chairs chosen for their duties are also representative while able to recruit, delegate, and deliver to the greater benefit of the team
- Utilizing Air Canada Jazz vouchers, BC Games staff are able to deliver their services in the host communities consistently while funding supports additional costs such as accommodation and per diems. BC Games Society involvement with the Coaches Association of Canada's Leadership Conference provides new skills to staff
- Cash and in-kind funding by host communities matches that which was presented in their original bid book submission which is typically $80,000 for BC Winter Games and $90,000 for BC Summer Games. Grants from the BC Games Society equal promised amounts of $500,000 for BC Winter Games and $600,000 for BC Summer Games. Local support from businesses also contributes cash and in-kind of approximately $200,000 for BC Winter Games and $400,000 for BC Summer Games
- Support by BC Games staff includes details on "how to" stage a BC Games while delivering important social messaging such as harassment training, fair play, effective Board management, and sport club management
- A reduction in ages from past BC Games to under 18 indicates the sports are developing their athletes to higher performance opportunities. Certification of coaches moves to full level II and officials receive assessment and guidance during the BC Games. Sports are able to fill their BC Games quotas as a result of successful recruitment at the zone level. All sports are able to place volunteers in each of the eight provincial zones to support their athletes and coaches leading up to the BC Games
- Resolutions from civic and school district leaders. Letters of support from the community number in the dozens as they recognize the social and economic advantages of hosting.
- The recruitment of volunteers equals the numbers of participants attending, approximately 2500 in winter and 4000 in summer
- Legacies left behind after the BC Games include new sport club development, hundreds of volunteers with new skills and confidence, equipment and facility upgrades which benefit the community and financial investment of $80,000 which is distributed to eligible groups for their purposes
- News of the BC Games reaches the province through Global TV News and pre-produced commercials, many broadcast in primetime. The clipping service records over 300 entries regarding the BC Summer and BC Winter Games while the website, www.bcgames.org measures hundreds of hits for information on qualifying and for the post Games results

Affiliated BC Games Management

- Kelowna BC Disability Games, July 2003
- Chilliwack BC Seniors Games, September 2003
- Kitimat Northern BC Winter Games, February 2004
- BC Disability Games, July 2004
- Penticton BC Seniors Games, September 2004
- Northern BC Winter Games, February 2005
- BC Disability Games, July 2005
- BC Seniors Games, September 2005
- Northern BC Winter Games, February 2006

Goals

- The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two year planning cycle
- Partnerships and buy-in by the parent societies of each of these Games is critical as their vision and their role in the Games must be in concert with the delivery model provided by the BC Games Society
- Financial and value in-kind support to the affiliated BC Games, as well as prudent fiscal management provides the community with lasting legacies from the Games

Key Strategies

- The nomination process to establish the President and Board of Directors to these BC Games is seen as an important first step in building a strong event
- Ongoing professional development, as well as support with travel to the Host Communities, keeps BC Games staff on the leading edge of volunteer management and adult learning
- Provision of funding from the BC Games Society to the host community is significant in their planning and implementation
- Charged with the delivery of their Games, volunteers must have up-to-date written resources and staff support to be effective
- At the community level, the city, school district, regional district, local businesses and related community groups will sign on in support of hosting these BC Games
- These three BC Games recognize that their event is part of a larger provincial sport system and their connection to the Provincial Sport Organizations is critical to future successes

Performance Measures and Targets

- President and Directors are community leaders and are representative of their community in terms of gender and ethnicity. The Chairs chosen for their duties are also representative while able to recruit, delegate and deliver to the greater benefit of the team
- Utilizing Air Canada Jazz vouchers, BC Games staff is able to deliver their services in the host communities consistently while funding supports additional costs such as accommodation and per diems. BC Games Society involvement with the Coaches Association of Canada's Leadership Conference provides new skills to staff
- Funding by host communities is consistent with the societies' respective requests for funding as presented in the bid process. Grants from the BC Games Society continue to be $45,000 in support of the host community. Local support from business also contributes cash and in-kind of approximately $200,000
- Support by BC Games staff includes details on "how to" stage a BC Games while delivering important social messaging such as harassment training, fair play, effective Board management and sport club management. Staff also provide opportunities for additional training to sport leaders through partnerships with SportMedBC, Coaches Association of BC, and Sport BC
- Resolutions from the city indicate their support to host the BC Games. Letters of support from the community recognize the social and economic advantages of hosting. The recruitment of volunteers equals the numbers of participants attending, ~ 1000 for each of the three Games. The bid process presented by each of the Games offers the province the opportunity to host and multiple bids are received by each
- Legacies left behind after the BC Games include hundreds of volunteers with new skills and confidence
- BC Seniors Games Society Board administration is transferred efficiently from the BC Games Society so that their autonomy endures

Summary Financial Outlook for the

2003/04 – 2005/06 Service Plan

($thousands)	2002/03 (forecast)	2003/04 (forecast)	2004/05 (forecast)	2005/06 (forecast)
Total Revenue	2,058	1,997	2,022	1,947
Ministry grant	1,832	1,832	1,832	1,832
Self generated funds*	226	165	190	115
Total Expenses	2,229	1,866	2,079	1,922
Grants	725	585	635	595
Games Operations	547	367	517	370
Overhead	957	914	927	957
Operating Income (loss)	-171	131	-57	25
Surplus BF	686	515	646	589
Surplus CF	515	646	589	614

Key Assumptions	Forecast Risks and Sensitivities
During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage: ○ Kelowna 2003 BC Disability Games ○ Chilliwack 2003 BC Seniors Games ○ Kitimat 2004 Northern BC Winter Games ○ Port Alberni 2004 BC Winter Games ○ 2004 BC Disability Games ○ Abbotsford 2004 BC Summer Games ○ Penticton 2004 BC Seniors Games ○ 2005 Northern BC Winter Games ○ 2005 BC Disability Games ○ 2005 BC Seniors Games ○ 2006 Northern BC Winter Games ○ Greater Trail 2006 BC Winter Games	○ BC Games Society has not been advised that its mandate to provide event management services to the five provincial multi-sport games is changing ○ Significant budget reductions would result in loss of consultative services and grants to Northern BC Winter Games, BC Disability Games and BC Seniors Games

NB: * indicates fluctuations in self generated funds due to athlete fees (more athletes in summer games than winter games) and known corporate revenue in first year of plan